

Murphy, David F. (2015) Contemporary policing challenges & opportunities: how to engage stakeholders & build partnerships. In: IFLAS Autumn 2015 Open Lecture Series, 5 November 2015, University of Cumbria, Carlisle, UK. (Unpublished)

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Open Lecture: 5 November 2015
The Learning Gateway, Fusehill Street
Carlisle, CA1 2HH

University of
Cumbria



IFLAS
INSTITUTE FOR LEADERSHIP
AND SUSTAINABILITY


Contemporary Policing Challenges & Opportunities: Engaging stakeholders & building partnerships

David F Murphy
david.murphy@cumbria.ac.uk
www.iflas.info



**All of your partners are
stakeholders, but not
all of your stakeholders
are partners...**





**A true
relationship
is two
unperfect
people
refusing
to give
up on
each other.**



THE RIVER & THE THREAD

ROSANNE CASH

If I don't have you...

Everybody 'round here moves too fast
And it feels so good but it's never gonna last

Everything I had is twice what I knew
But I don't have nothing if I don't have you

Rosanne Cash & John Leventhal
Modern Blue (2014)



“In Africa we have a concept
known as UBUNTU, based
upon the recognition
that we are only people
because of other people”

Nelson Rolihlabla Mandela

#SayNoToXenophobia

**'Empathy inspires with a unique combination of
teaching, storytelling and a serious call to action'**

Brené Brown, author of *Daring Greatly*



WHY IT MATTERS, AND HOW TO GET IT

ROMAN KRZNARIC

'One of Britain's leading lifestyle philosophers' *Observer*



Put empathy to the test

“We must extend our empathetic imaginations not just to the dispossessed or disadvantaged, but also to those whose views and actions we might oppose or disdain.”



**‘Empathy with the Enemy’
Roman Krznaric (2010)**

cultural thinker: ‘one of Britain’s leading popular philosophers’, The Observer



HBR.ORG

Harvard Business Review

Build a culture
of trust and
innovation.

COLLABORATE

JULY-AUGUST 2011

23 Idea Watch

What's Your Social
Media Strategy?

56 The Big Idea

Winning in the Age of
Hyperspecialization
Thomas W. Malone et al.

112 The HBR Interview

Disney's Bob Iger on
Reanimating the Brand

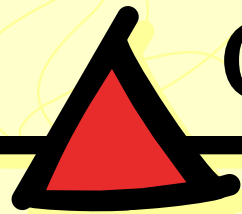
SPECIAL DOUBLE ISSUE

SPOTLIGHT PAGE 67



Collaboration not consensus

“Collaborative leadership is the capacity to engage people & groups outside one's formal control & inspire them to work toward common goals - despite differences in convictions, cultural values, and operating norms.”



Conflict

Boycott



Nestlé



• Every 20 seconds
a baby dies from
unsafe bottle feeding.

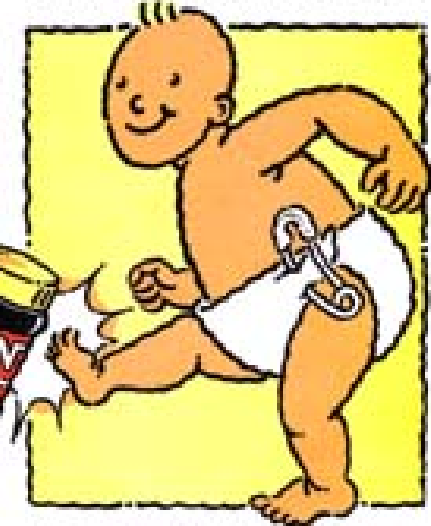
• Nestlé, the world's
largest baby milk
company, promotes
bottle feeding so
that they can
sell more milk.

• Breast-
feeding is
free, safe
and best for
babies.

• But Nestlé know
that if they don't
get babies on the
bottle, they don't
do business.

• We can't let them
get away with it -
BOYCOTT NESTLÉ!

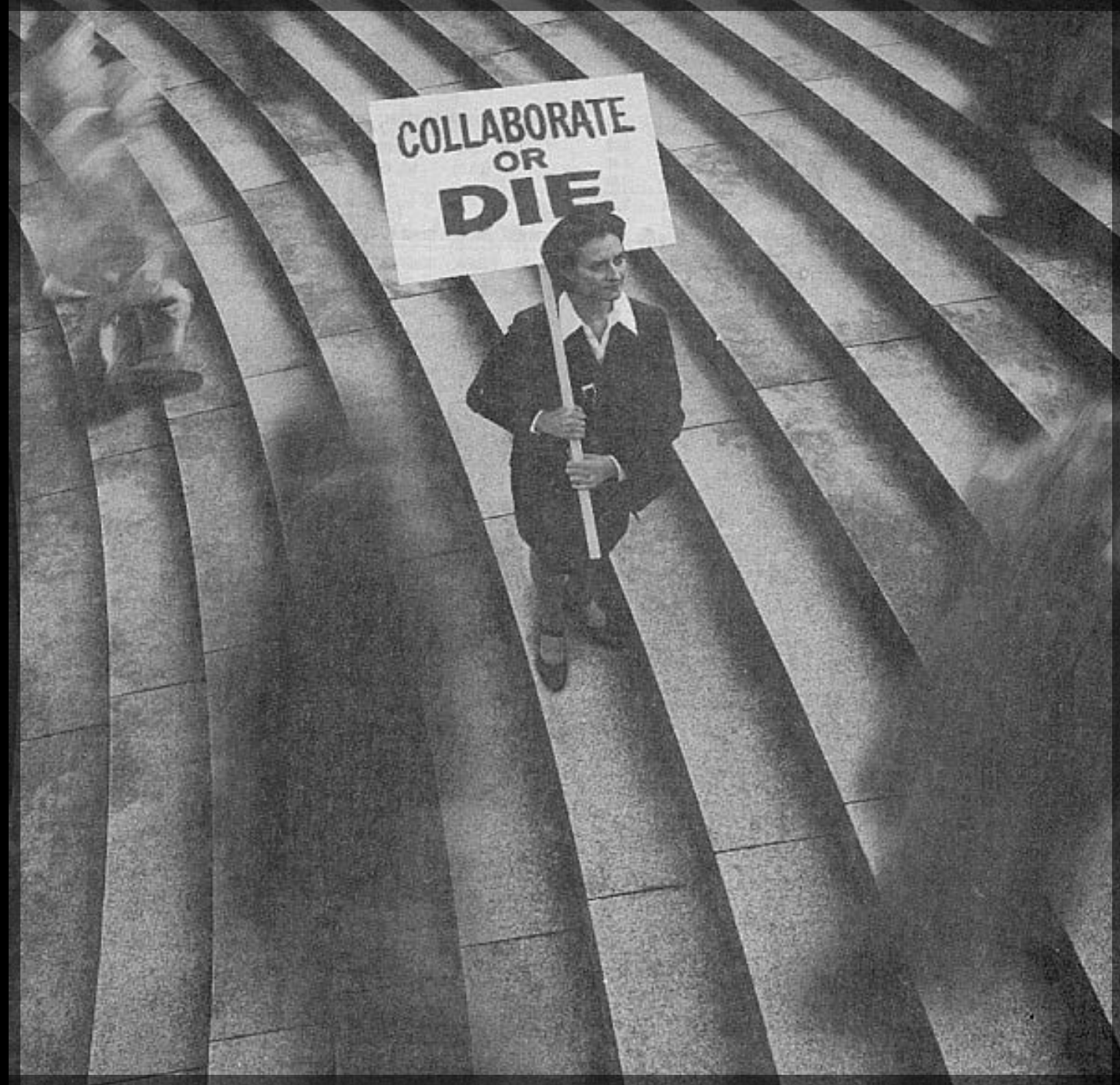
CAMPAIGN



AGAINST NESTLÉ

GIVE NESCAFÉ THE BOOT!

Further information: Baby Milk Action, 221b Oldmarket Street, Cambridge CB2 3JQ. Telephone 01223 464401



NICK SKELLON

CORPORATE COMBAT

THE ART OF
MARKET WARFARE
ON THE
BUSINESS BATTLEFIELD

{ WHEN BUSINESS IS WAR,
THESE ARE THE RULES OF
COMPETITIVE STRATEGY }



**END
CORPORATE
GREED**

**FREE
TRADE
RIGHTS!**

**WAS BROKE,
IT TIENS!**

**END
CORPORATE
GREED**



Philanthropy



MIKI CHAN



Sarah Giles

@CityCentrePCSO

Official account for a PCSO in Exeter, Devon. Still having to use carrier pigeon so bear with me... ;-) For PR follow [@DC_Police](#) DO NOT REPORT CRIME HERE

📍 Exeter

🔗 [...hoodpolicing.devon-cornwall.police.uk/Pages/FindMyNe...](https://www.hoodpolicing.devon-cornwall.police.uk/Pages/FindMyNe...)

🕒 Joined July 2011

✉ Tweet to Sarah Giles



UK police force trials virtual crime visits over Skype

by Nick Summers | @nisummers | October 30th 2015 At 7:44am



'To cut costs & make its officers more efficient, police in Peterborough are asking citizens to report crimes over Skype'



'Anger as victims of crime made to contact police officers using Skype' (Mirroronline, 29 October 2015)



**KEEP
CALM
AND
CALL THE
POLICE**



KEEP

CALM

AND

DON'T CALL
THE POLICE



**KEEP
CALM
AND
CALL THE
KARMA POLICE**



**KEEP
CALM
CALL
FACEBOOK
POLICE!**

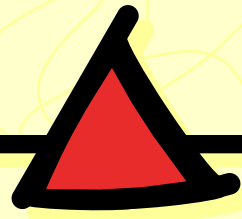
The Facebook Police?



Facebook 'Friends' Its City, Pays for Officer:
Company Gives No-Strings-Attached Gift to Menlo Park, Calif.



'The Facebook Cop'



- ▶ Facebook funds \$200K Menlo Park officer salary & benefits per annum for 3-5 yrs
- ▶ Primary duties are to:
 - ▶ keep children in school
 - ▶ work with juvenile offenders
 - ▶ help large local businesses such as Facebook plan for emergencies (fires, earthquakes, etc.)

@ZushaElinson: Facebook 'Friends' Its City, Pays for Officer,
Wall Street Journal, July 13, 2014 10:23 p.m. ET

Officer Mary Ferguson





On the funding model

“The APCC is disappointed about the lack of engagement between Home Office & PCCs over the last 2 years...and sees this as a missed opportunity, and hopes that improved arrangements can be put in place.”



Corporate Sponsorship?



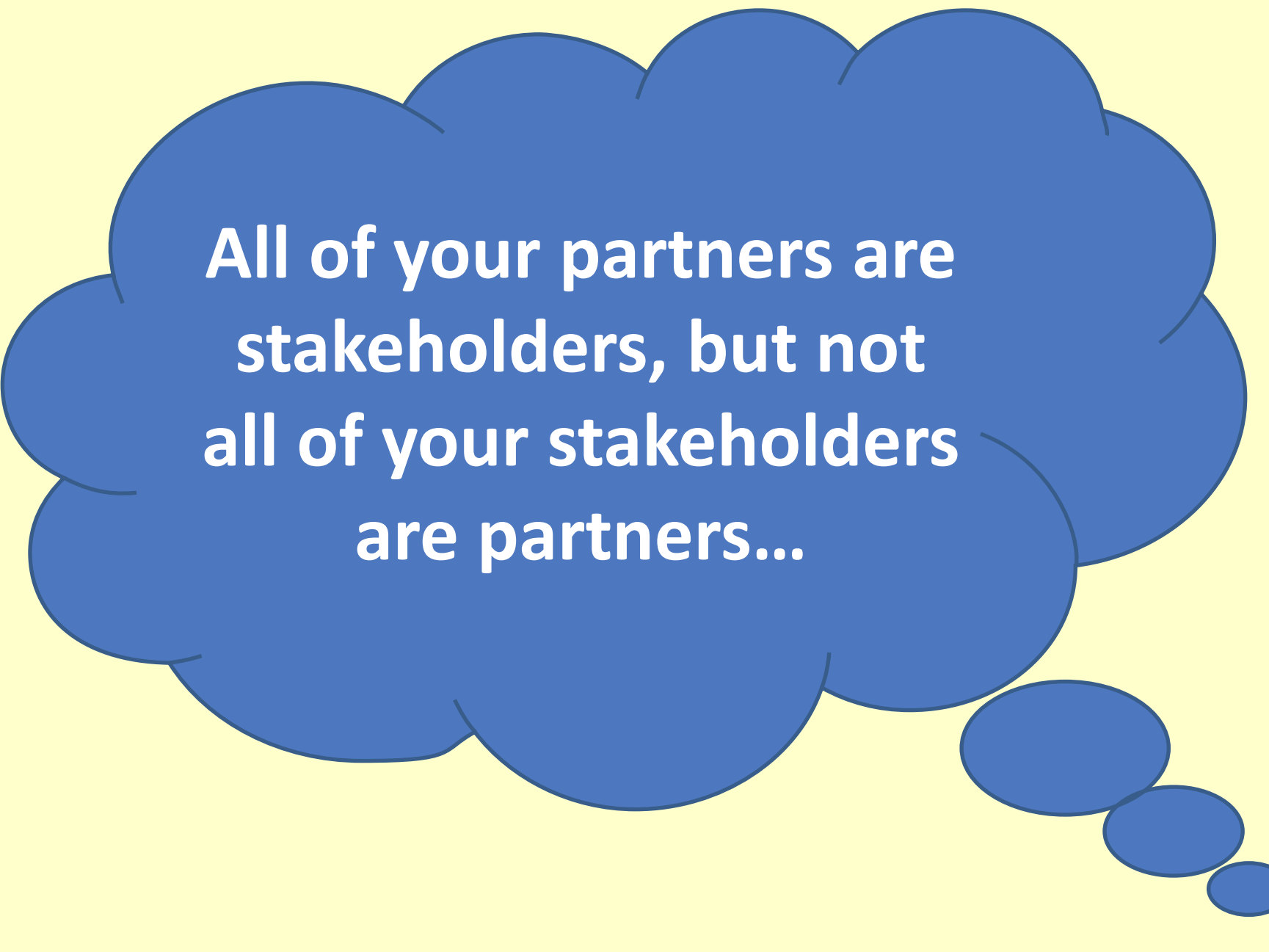
MIKI CHAN

easyJet adverts on squad cars?

“We would like to look at the whole issue of sponsorship, how you can help policing.”



Craig Mackey, QPM
Deputy Commissioner, Metropolitan Police



**All of your partners are
stakeholders, but not
all of your stakeholders
are partners...**

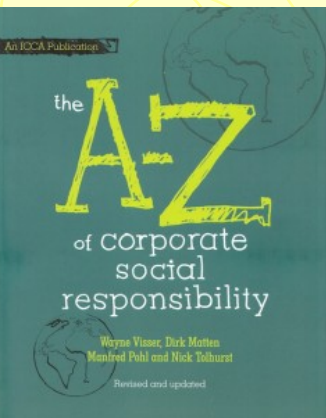
A world of stakeholders...





Stakeholder theory

“Stakeholder theory asserts that business can be understood as a set of relationships among groups which have a stake in the activities of that business.”

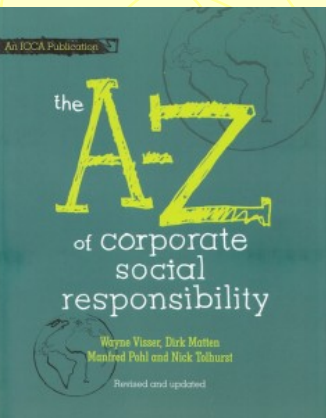


Freeman & Parmar
in 'The A-Z of CSR' (2010)



Stakeholders

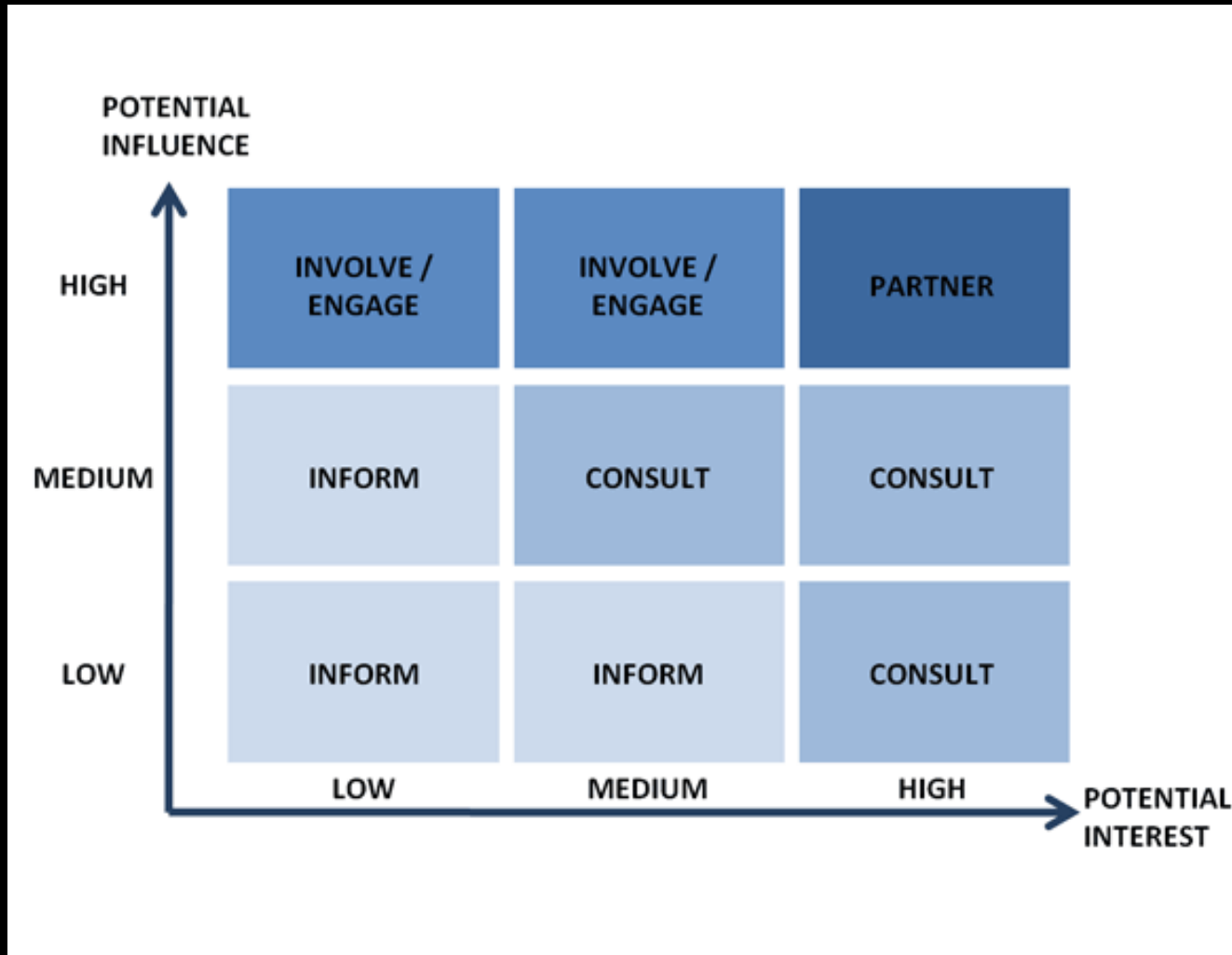
“Stakeholders are those individuals or groups that can affect or can be affected by the achievement of the firm's core purpose.”



Freeman & Parmar
in 'The A-Z of CSR' (2010)

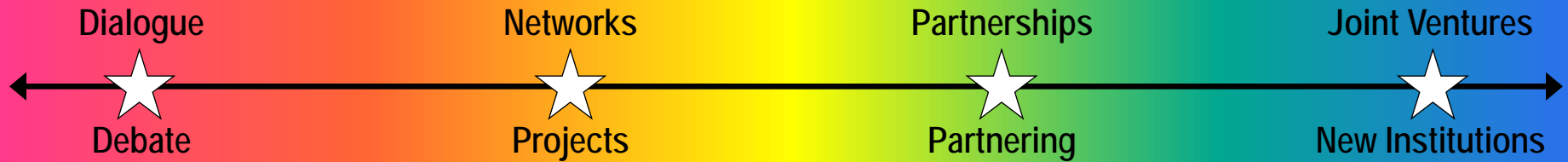


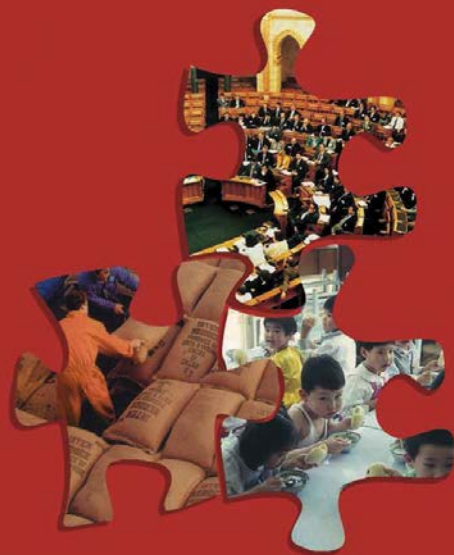
Stakeholder influence & interest





What kind of relationship?



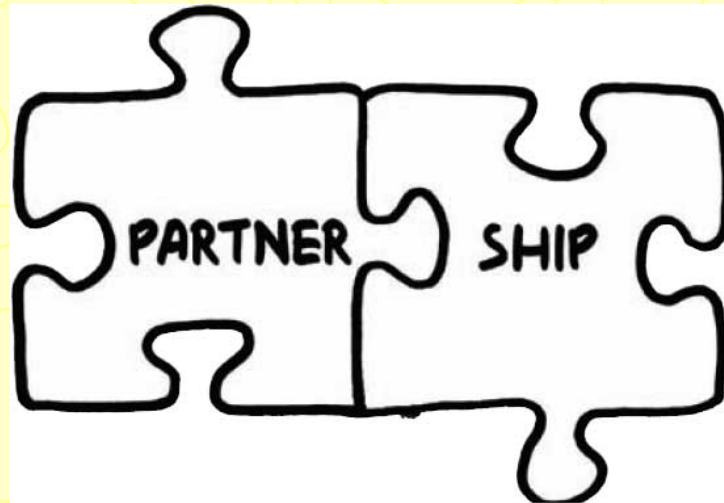


Ros Tennyson on partnership



Oxford English Dictionary definition:

Partnership is an on-going working relationship in which risks and benefits are shared



Many mechanisms that are commonly described as 'partnerships' do not conform to this definition





Key partnering principles



Because it leads to

EQUITY

RESPECT

Because it leads to

TRANSPARENCY

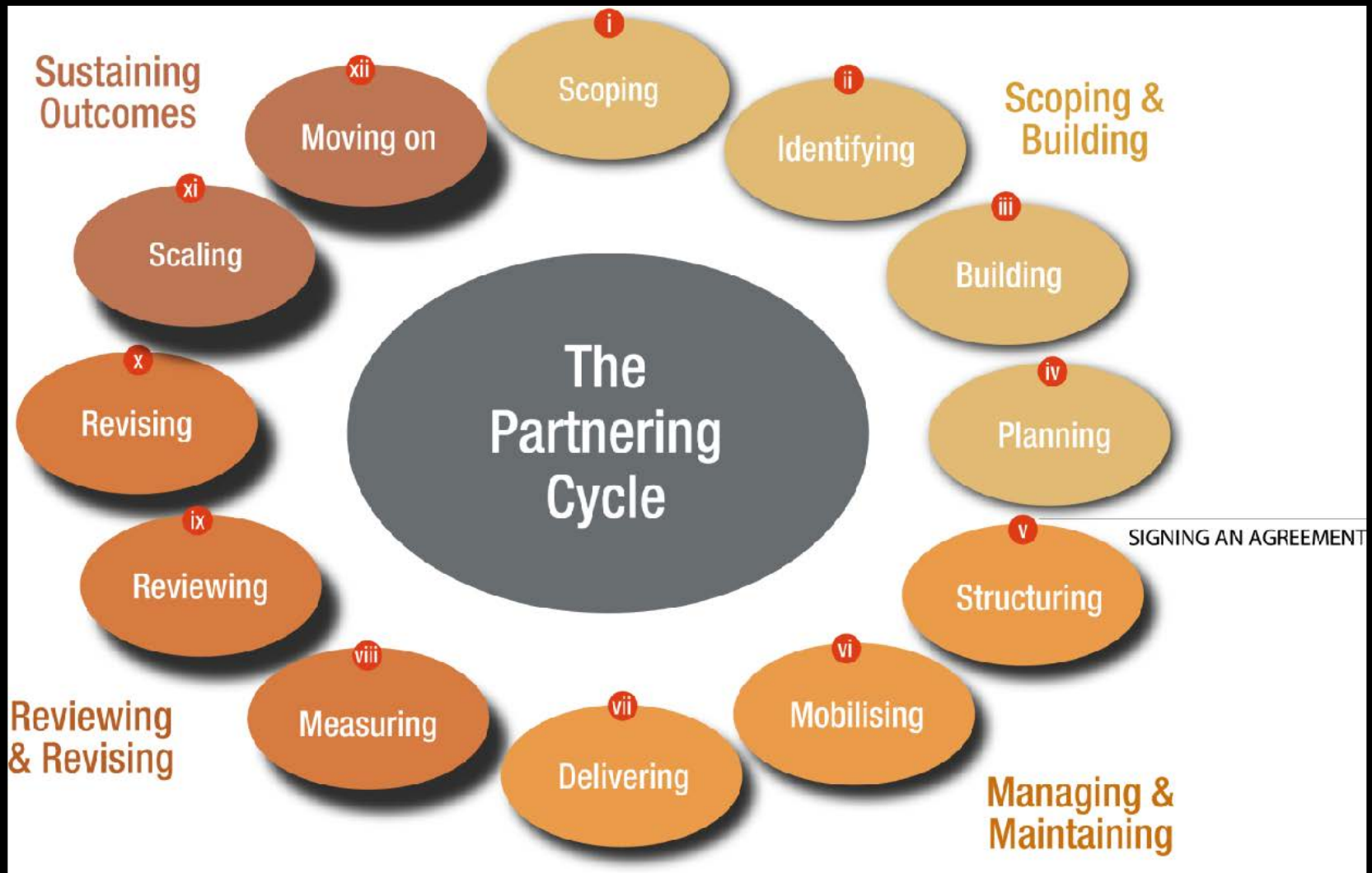
TRUST

Because it leads to

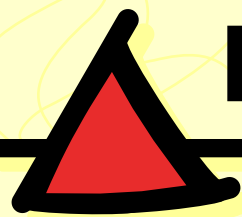
MUTUAL BENEFIT

SUSTAINABILITY

Partnership Planning Framework







Problem-solving

“We should continue to aggressively lobby, aggressively litigate, aggressively criticize corporate ‘evil-doing’ and promote stricter regulation. We also should be able to problem-solve with corporations.”



Fred Krupp, Environmental Defense
partner of McDonald's, 1991

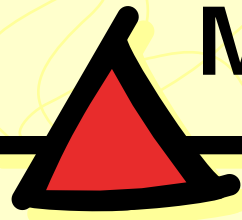


EDF-McDonalds Agreement

The main points of the partnership agreement were as follows:

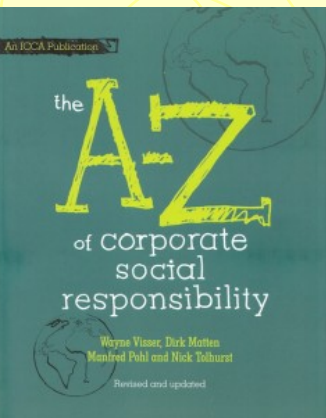
Task force would evaluate McDonald's materials use & solid waste issues, and develop strategies to reduce the company's US-based restaurant solid waste stream	There would be no acceptance of any monetary or in-kind support at any time
Either party could terminate project at any time if few or no substantive agreements were forthcoming	Both parties would continue with their ongoing business & advocacy activities
EDF reserved its right to criticise McDonald's	If either party disagreed on research findings or conclusions, the final report would consist of separate statements reflecting each party's perspective
McDonald's required EDF task force members to work in one of its restaurants for at least a day each	Larger issues such as rainforest destruction, global warming and the high-consumption, highly disposable nature of McDonald's business were strictly off-limits

Source: Murphy & Bendell (1997) *In the Company of Partners* (Policy Press)



Multi-stakeholder partnership

“An arrangement between two or more separate organisations to pursue a common activity or interest, where risks & benefits are shared. It may or may not involve formal agreements or financial exchange & can be based on legally-binding contracts or purely voluntary arrangements.”



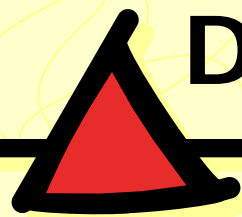
Bendell & Murphy (2010)
in 'The A-Z of CSR'



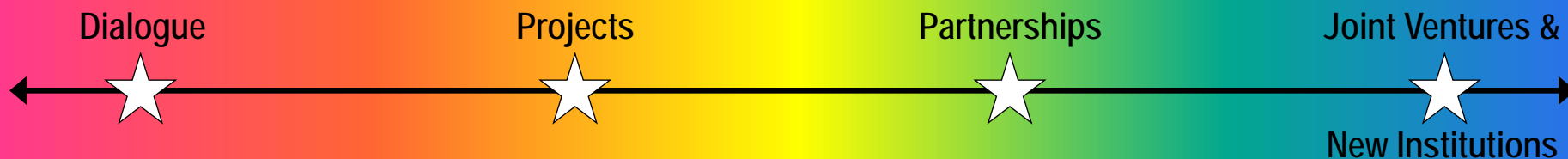
Forest Stewardship Council



FOREST STEWARDSHIP COUNCIL



Different dynamics & constructs



Health Partnerships Since 2000



Since 2000 there has been a huge increase in the number of partnerships with more than 100 global health partnerships or initiatives established.



HAIRDRESSERS AGAINST AIDS



United Nations
Educational, Scientific and
Cultural Organization

L'ORÉAL
FONDATION
D'ENTREPRISE

UNESCO-L'Oréal: Mutual Benefit?





UBER GIVING

U B E R



Save the Children



‘Together we collected five and a half tube carriages worth of items in the UK to donate to Save the Children to help fund their Child Refugee Crisis Appeal’

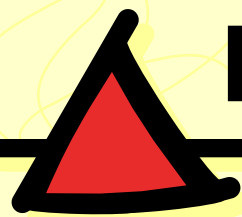


Amnesty International

Human rights



is it any of your business?



Friendly to oppositional?

“We believe we should try whatever way is possible to increase the pressure on corporations to respect human rights... The big question is: when do you move from a promotional, friendly relationship with a company to an oppositional relationship?”



Irene Khan, Secretary General
Amnesty International (2001-2009)



birds

NO
WTO

I'm not a trade barrier!

Don't sacrifice animal protection laws
to free trade rules

THE HAWAII SOCIETY
OF NATURAL SCIENCES

NO
WTO

NO
WTO

NO
WTO

NO

bp



WWF not partnering with BP



WWF & Coca-Cola 'partnering' on polar bear conservation

Photograph: Steven Kazlowski/WWF-Canon

Trading in Credibility

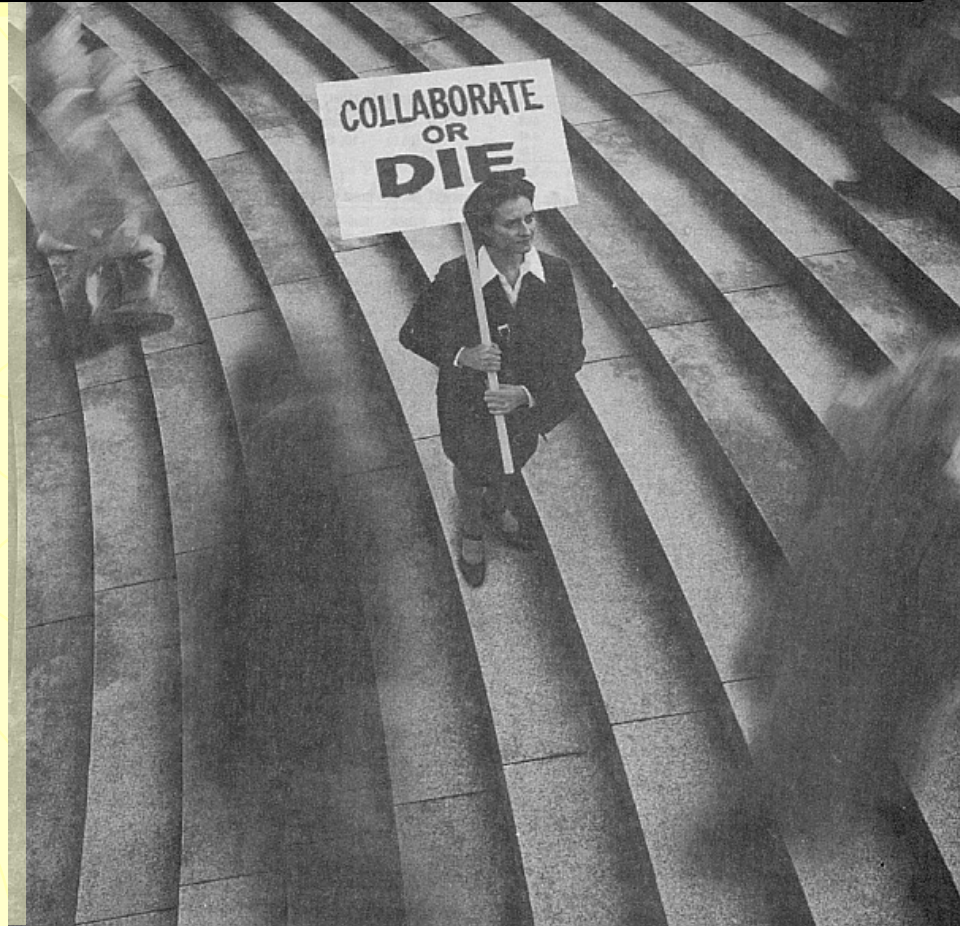
The myth and reality of the Forest Stewardship Council



Written and edited by Simon Counsell and Kim Torje Loevas (Rainforest Foundation UK),
with case studies contributed by: Anna Fanzores, Noel Rajesh and Chris Lang,
Pama Astratmaja, Faisal H. Fuaid and Longgona Ginting, Nicole Floris and Klemen
Lazchevski, Jessica Lawrence, Jasinta French, Arbi Valentinus, Carol Yong and Russell Collier.

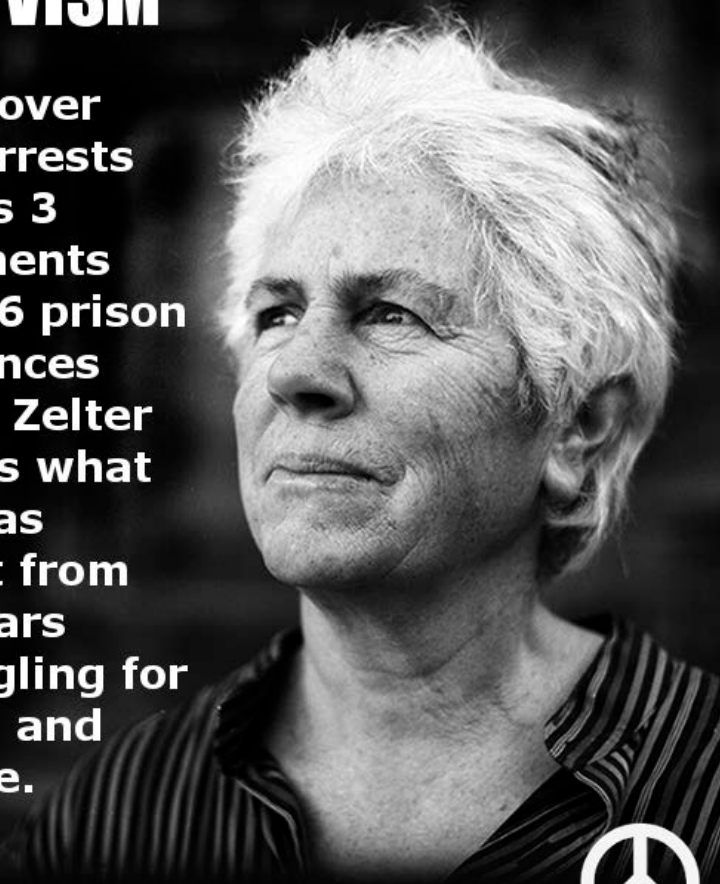
THE RAINFOREST
FOUNDATION

The Partnership Paradox



21 LESSONS FROM LIFELONG ACTIVISM

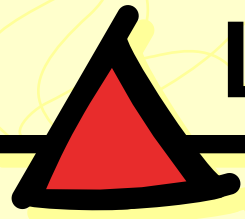
**After over
100 arrests
across 3
continents
and 16 prison
sentences
Angie Zelter
shares what
she has
learnt from
30 years
struggling for
peace and
justice.**



**4pm 4th February 2015
J19 Richmond, Bradford Uni**



Listening and confronting



“I think the major thing is that you have to be willing to listen and make some adjustments. But there’s also a role for being confrontational. At the same time, if you’re willing to talk to them and see their viewpoint to some extent, then I think there is a way forward.”



Angie Zelter
Activist

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linkedin.com/pub/david-f-murphy/7/9b1/a41



Twitter:
@davidfmurphy
@IFLASinfo